APPENDIX A
Plan to Finalize PM Regulation, ER 5-1-11

1. I just finished reading your observations, comments and suggestions on the role of PM ala PM Regulation, ER 5-1-11. I admire your penetrating and enlightening views of what we do in the Corps of Engineers.

2. While applaud and support a renewed energy and emphasis on PM regulations, we must be extremely sensitive to the fragile nature of our co-operative teamwork. Especially when we don't share our corporate profit as the private industry firms do. Also, we are constrained by numerous government unique hiring/firing practices as well as reward and penalty procedures based on performance.

3. Moreover, on the Military side of our work, we are not directly involved in the project planning and formulation process. The Army's and Air Force's commands and installations leaders, managers and doers do the work. We review certain costs and make perfunctory spot checks on certain items when allowed. Regrettably, our installation commanders who do the most of the project formulation and project definitions are severely under resourced to do the quality master planning, environmental base line surveys, economic analysis, user coordination etc. Since they are resourced less than 60 % of their needs and the uncertainty associated with their projects approved by the Army, DOD and Congress are so great that they cannot afford to spend much of their scarce resource for the project formulation.

4. Thus, during design stage, we spend enormous amount of time and money in defining the accurate cope of the work and costs associated with the project design and construction under the crisis mode. We must work together, fast and skillfully to execute the design. The PM's, engineering, construction, contracting and A-E's will all have to role up their sleeves to make up for the lost time and filling the voids in the process. In this environment, teamwork becomes a life and death matter. Without excellent and cohesive teamwork and everybody contributing a great deal more than his/her share the project execution becomes an empty exercise. Wrong attitude among engineering and construction can put PM's into helpless spin to chase all the flaws and voids in the processes and voids and visa versa.

5. I echo what Charlie Hess says about technical competency. I am most grateful to our Congressional leaders who have endowed us by providing hundreds of millions of dollars for decades to set up world class labs, technical centers, and districts to pursue technical innovations and maintenance of in-house technical expertise. Both Congress and OMB give the Corps high marks on performing relevant government functions in managing A-E, environmental and construction contracts. We save tons of monies for the Army and the Nation because we are better positioned than any other agencies in selecting and applying relevant and appropriate technology in

dealing with A-E and construction contractor. Depending upon what and which technology we use the cost difference is enormous. We have thousands of examples to support this claim. We also have competent cost engineers who can me independent government estimate for check and verify what contractors say. Here again we have our documented savings by these in-house cost engineers and they are in the range of hundreds of millions of dollars. Our modest in-house QA staff also contributes enormously to ensure the government gets what it pays to the contractor.

6. We must remember that contractors are profit driven. Customers come to the Corps so they can get the best value for their investment while procuring engineering and construction services. If they just need ability to contract out, they don't need to go anywhere; they can contract out themselves. They seek assistance from the Corps because we help them procuring services smartly.

7. This is why the Corps is given more in-house technical and management resources from our National decision makers than anyone else the government. Although we are being challenged to do more with less than before, we are still better resourced than others are.

8. We all need to support each other and we must do utmost to instill good will and cooperative efforts among PM, engineering, construction, contracting, real estate, IM, and other admin support staff. The current PM Reg. needs some minor tuning and this will be done in the near future. Teamwork is essential to the success of our organization. But teamwork is more than organizational charts and regulations. It is a matter of leadership and communication. We must embrace that we all work for one organization. Essayons. Charlie.

APPENDIX B
PRELIMINARY AGENDA

Corps of Engineers 1998 Heartland Technology Transfer Conference
Kansas City, MO
Dam Safety Coordinators Conference

Monday, 1 June 1998

1700-1900 Optional pre-registration

Tuesday, 2 June 1998

Joint General Session

0700-0800 Registration
0800-0810 Conference Welcome and Announcements: **Mr. Gerry Adams, CENWK-EX**
0810-0820 Kansas City Welcome and Attractions: **KC Chamber of Commerce**
0820-0835 CENWK Commander Remarks: **COL Robert E. Morris**
0835-0900 Civil Works Address: **Mr. Steven L. Stockton, P.E., Chief, Engineering Division, Civil Works Directorate, HQUSACE**
0900-0925 Military Programs Address: **Mr. Kisuk (Charlie) Cheung, P.E., Chief, Engineering Division, Military Programs Directorate, HQUSACE**
0925-0940 Questions and Answers
0940-1000 **Break**

Kickoff Dam Safety Session

1000-1045 Goals and Objectives, Personnel Introductions: **HQUSACE, ALL**
1045-1145 Key Management Practices in the Federal Guidelines: **HQUSACE**
1145-1300 **Lunch**

Division Initiatives

1300-1345 Dam Safety Program Performance Measures: **Tommy Schmidt, SWD**
1345-1415 South Atlantic Division Use of Local Management Indicators: **Bob Fulton, SAD**
1415-1500 North Atlantic Division Document Management System: **Dan Rodriguez, NAD**
1500-1515 **Break**
1515-1600 Great Lakes and Ohio River Division Process Action Team on Cost Reduction in the Dam Safety Program: **Larry Brockman, GL&ORD**
1600-1645 Dam Safety Program QA from a Division Perspective: **Liala Berre, NWD-MRR**
1645-1700 Summary, Questions and Answers: **All**
1700 **Session Adjourned**

Wednesday, 3 June 1998

Ongoing Dam Safety Initiatives

0800-0815	Daily introduction and objectives: **HQUSACE**
0815-0845	National Dam Safety Program Implementation Plan – Status: **HQUSACE**
0845-0915	Interagency Committee on Dam Safety (ICODS) – Status: **HQUSACE**
0915-0945	National Inventory of Dams Update – Status: **HQUSACE**
0945-1000	**Break**
1000-1030	Security of Dams and Related Infrastructure: **HQUSACE**
1030-1130	National Performance of Dams Program: **Dr. Marty McCann**
1130-1300	**Lunch**
1300-1400	Risk Assessment Overview: **Dr. Marty McCann**
1400-1500	Implementation of Risk Assessment into the USACE Dam Safety Program: **HQUSACE**
1500-1515	**Break**
1515-1600	Policy Compliance and Criteria Review (PCCR) Process: **CECW-EG**
1600-1645	Dam Safety Program and the O&M Budgeting Process: **TBD**
1645-1700	Summary, Questions and Answers: **All**
1700	**Session Adjourned**

Thursday, 4 June 1998

Ongoing Dam Safety Initiatives (Continued)

0800-0815	Daily introduction and objectives: **HQUSACE**
0815-0845	Modifications to Embankment Dams to Accommodate Inflow Design Floods: **CECW-EG**
0845-0915	PGL 39 - Dam Safety Requirements for Projects Authorized Under the Requirements Outlined in WRDA 86: **CECW-EG**
0915-1000	Lessons Learned From Peer Review: **CECW-EG**
1000-1015	**Break**

Case Studies

1015-1045	Kansas City District Approach to Dam Surveillance Plans: **Dave Mathews, NWK**
1045-1115	Lessons Learned in Performance of an Outlet Channel, Milford Dam: **Dave Mathews, NWK**
1115-1145	1997 Missouri River Flood: **John Bertino, NWO**
1145-1300	**Lunch**
1300-1430	Other case studies: **TBD**

1430-1445 **Break**

Thursday, 4 June 1998 (Continued)

Discussion/Feedback Session

1445-1700 Future Directions of the Dam Safety Program - Round Table: **All**

Sub-topics:
- Maintenance of expertise
- Contracting targets
- Aging infrastructure
- Other topics

1700 **Session Adjourned**

Friday, 5 June 1998

Dam Safety Site Visit (OPTIONAL)

800-1300 **TBD**